


Civic Tourism: The Poetry and Politics of Place

Governor's Conference
on Tourism & Recreation

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Helena, Montana

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"The embrace of tourism triggers a contest for the soul of a place." Hal Rothman

Extension of... Supplement to... Tool for...

Alternative Tourism

What characterizes them all: A "place-based" tourism product.

- Adventure Tourism • Literary Tourism • Urban Tourism
- Agritourism • Green Tourism • Volunteer Tourism
- Cultural Tourism • Heritage Tourism • Farm Tourism
- Ecotourism • Dark Tourism • Life-Seeing Tourism
- Ethnic Tourism • Geotourism

Yuma Territorial Prison: Prisons, cemeteries, concentration camps, battlefields, and other sites identified with human suffering and death are sometimes classified as "Dark Tourism."



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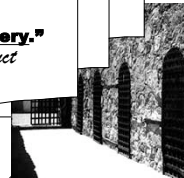
The Poetry and Politics of Place

POETRY OF PLACE
Product: Nature, Culture, Buildings

POLITICS OF PLACE
Process: How? Who? Why?

"A society to match our scenery."
process product
Wallace Stegner

Yuma Territorial Prison: Prisons, cemeteries, concentration camps, battlefields, and other sites identified with human suffering and death are sometimes classified as "Dark Tourism."



Why Should We Care?

Cultural Heritage: One of the Fastest Growing Segments



- WTO estimates 37% of travelers fall into "Heritage" category; growing by 15% each year.
- Packaging your town, using your history, selling your environment, commodifying your culture – in the process sometimes changing the "story."

"Destination communities must not be sanguine about the effects of tourism." Fred Bosselman

Why Should We Care?

Cultural Heritage: One of the Fastest Growing Segments


Tourism is the 1st, 2nd or 3rd largest industry in every state, with tremendous potential to change the look and feel of a community – especially when the tourism product is nature, culture, and historic streetscapes.

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- c
- F

...ing your e...g your culture – in the process sometimes changing the “story.”

“Destination communities must not be sanguine about the effects of tourism.” Fred Bosselman

1. Nature of the Creative Economy, the Heritage Economy, and the Role of Tourism.
2. Obstacles and Opportunities
3. Mission: Flip Tourism - A Means, Not End.
4. Three Strategies with Best Practices
 - Integrate the Story
 - Invest in the Product
 - Connect to the Public



CreativeClass.org
HOME OF THE RICHARD FLORIDA CREATIVITY GROUP

Newsweek

the new megalopolis
Our focus on countries is wrong. Growth and innovation come from new urban corridors.

the creativity exchange
The official blog of the Richard Florida Creativity Group

The Rise of the Creative Class
and how it's transforming work, leisure, community and everyday life.
RICHARD FLORIDA

THE FLIGHT of the CREATIVE CLASS
The New Global Competition for Talent
RICHARD FLORIDA
Bestselling author of *The Rise of the Creative Class*

“The deep and enduring changes of our age are not technological but social and cultural.”

From *The Rise of the Creative Class*¹

- ♦ “Place and community are more critical factors than ever before.”
- ♦ “The Creative Class is drawn to more organic and indigenous street-level culture.”
- ♦ “The Creative Class lifestyle comes down to a passionate quest for experience.”
- ♦ “Members of the Creative Class prefer more active, authentic and participatory experiences.”
- ♦ “We are shifting from the ‘consumption of goods’ to the ‘consumption of experiences.’”


1. BUT DON'T DO TOURISM. EH?

“The deep and enduring changes of our age are not technological but social and cultural.”

Stuck In Industrial Age Thinking

Hijacked Terms

- "Eco" that destroys resources
(*Greenwashing*)
- "Heritage" that reinforces stereotypes
(*Human Zoos, Bluewashing*)
- "Preservation" that creates cartoon streets
(*Boutique Towns: "Façadomy"*)



Misplaced Priorities

- "more" at the expense of "better"
- "use" at the expense of "preservation"
- "superficial" at the expense of "authentic"

Show Me the Money

- "marketing" at the expense of "product"
- "surface" at the expense of "substance"


Who labels, monitors, and accredits the use of "eco" and other terms?

Who is the industry responsible to?

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Tourism: Aligned with GDP-driven growth industry, not place.
(What department houses your tourism office?)

Growth Can Overwhelm

- visitor experience
- tourism product
- community
- economy

("uneconomic development")

Each With Its Own Purposes, Values & Methods

"The tourism industry is a business, and as far as the industry is concerned, culture is not."

Barbara Kirshenblatt-Gimblett

Success: More, More, More!	Success: Quality Before Quantity
Facilitates Experience	Provides Experience
Marketing	Product Development
Vocabulary: "Destination"	Vocabulary: "Place"

Rather than trying to reach "compromise," can we respect each sector's values and operate along parallel – not competing – tracks toward the same end?

Each With Its Own Purposes, Values & Methods

◆ Tourism Industry	◆ Place Community
Business / Private	Usually Nonprofit / Public
Commercial Goal	Educational Goal, "Sacred"
Customer-centered (use)	Product-centered (conserve)
Funded by Exchange	Largely Donations, Grants
Mass Market	Individualistic
Fast, Assembly Line	Slower, Reflection
Standardization	Differentiation
Corporate, Distant Management	Local Oversight
Success: More, More, More!	Success: Quality Before Quantity
Facilitates Experience	Provides Experience
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Vocabulary: "Destination"	Vocabulary: "Place"

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BRIDGING DIFFERENCE

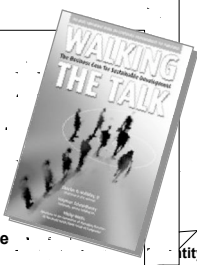
"Many NGOs recognize that they cannot ignore the market if they want to find and deliver solutions to complex environmental and social problems.

These organizations may believe that the private sector and the market cause many of those very same problems, but a number of them realize that for that very reason these institutions are part of the solution."

Walking the Talk: The Business Case for Sustainable Development

Walking the Talk: The Business Case for Sustainable Development

Rather than compromise, can we respect each sector's values and operate along parallel – not competing – tracks toward the same end?



Partnership Tactics

- Serve on Boards
- Museums: Join the Chamber Tourism: Become a "Friend"
- Attend Conferences
- Provide Information, Artifacts
- Joint Projects: Try a Mixer
- Heritage Trainings for Tourism Staff & Vice Versa
- Assist with Lobbying

A TELL-TALE SIGN: When you arrive in a community, ask the cabbie, hotel clerk, or waiter where the museums are.

"Cultural tourism can survive only if its asset base is managed in a sustainable manner, and sustainability can be achieved only if tourism and cultural heritage management work in partnership." McKercher & du Cross



Museum Association of Arizona hotel brochure

FRAGMENTATION

◆ Tourism Industry	◆ Place Community
<ul style="list-style-type: none"> - Travel Agents, Websites - Tour Operators, Guides - Planes, Trains, Buses (Big Oil) - Hotels, Motels, B&Bs - Marketing, PR Firms - Travel Magazines, Media - RVs, Cruises, Car Rental - Gift Shops, Restaurants - CVB, Chamber, DMO, State - National / International Assns. - Oh, yes: Attractions 	<ul style="list-style-type: none"> - Museums (local / state / federal) - Land & Parks (local / state / federal) - Archaeological Sites, "Ruins" - Events (festivals, fairs, folk arts) - Churches, Missions, Temples - Monuments, Shrines, Historic Markers - Historic Homes, Famous Buildings - Historic Districts (city / private) - Eco Attractions (passive / active) - Farms, Ranches - Themed Places: Williamsburg, etc.

LARGE & SMALL, PRIVATE & PUBLIC, NO SINGLE VOICE
Good partnerships but ... episodic, partial, project-oriented.
Funding and support programs: scattered, inflexible, threatened.

Civic Tourism: Mission & Strategies

Tourism as a Means to Community Development, Not an End in Itself



Reframe the Purpose

- Integrate the Story
- Invest in the Product
- Connect to the Public

"Travel is fatal to prejudice, bigotry, and narrow mindedness." Mark Twain

INSTITUTE of Museum and Library SERVICES

Shelton Hall MUSEUM

www.civictourism.org

Example: Heritage Trails
Reframe the Purpose



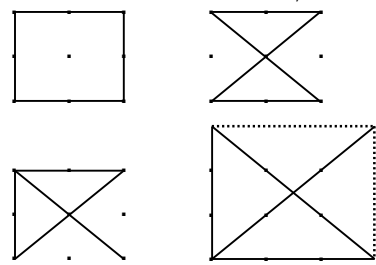
Heritage trails, such as HandMade in America in North Carolina, introduce visitors to the culture, history, and natural environment – using tourism as a *means* to help enhance the “sense of place.”

HandMade in America
www.handmadeinamerica.org

“I remember the country I come from and how it informs my life.” Terry Tempest Williams

“Why are we doing this?”
Reframe the Purpose

Connect the 9 dots with 4 lines, not lifting the pencil.



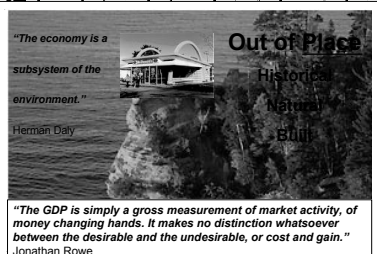
“REFRAME”
Out of the Box
New Perspectives

“Things don’t change. You change your way of looking, that’s all.”
Carlos Castaneda

Standard Tourism Frames

- ✓ Tourism is economic development.
- ✓ Tourism serves visitors.
- ✓ Tourism ruins towns.
- ✓ Tourism is gift shops & restaurants.
- ✓ Tourism is managed by the chamber.

Reframe the Purpose
Does “Place” Serve Tourism OR Does Tourism Serve “Place”?



Out of Place

“The economy is a subsystem of the environment.”
Herman Daly

“The GDP is simply a gross measurement of market activity, of money changing hands. It makes no distinction whatsoever between the desirable and the undesirable, or cost and gain.”
Jonathan Rowe

to my

More

✓

✓

culturalize commerce?

Reframe the Purpose
Does “Place” Serve Tourism OR Does Tourism Serve “Place”?



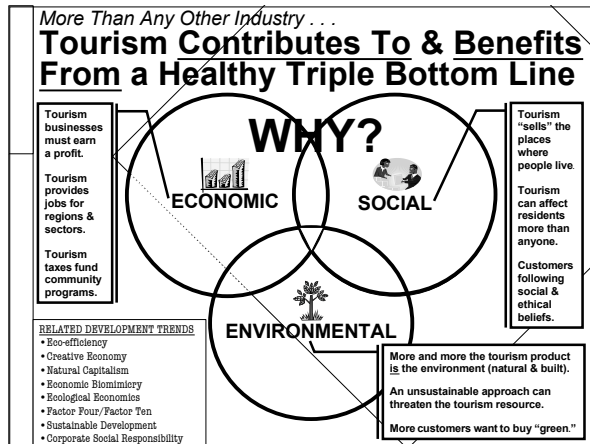
Flip the Frame

Use tourism as a “tool” to enhance your economy *and* preserve your history, protect your natural environment, *save* your built heritage, and *serve* & engage your residents.

The Number One Industry in the World
“without culture”

More Frame Flips

- ✓ Planning for tourists or residents?
- ✓ Commercialize culture or culturalize commerce?



More Than Any Other Industry . . .
Tourism Contributes To & Benefits From a Healthy Triple Bottom Line

MYTH: Strict environmental policies hurt the economy.
REALITY: Environmental protection is not only good for residents but *helps build* a strong economy.

TOP STATES

	Gold Rank	Green Rank
Vermont	3	1
Hawaii	1	4
New Hampshire	6	2

BOTTOM STATES

Mississippi	49	43
West Virginia	48	45
Louisiana	50	50

RELATED DEVELOPMENT TRENDS

- Bio-efficiency
- Creative Economy
- Natural Capitalism
- Economic Biomimicry
- Ecological Economics
- Factor Four/Factor Ten
- Sustainable Development
- Corporate Social Responsibility

"Whenever you see people trying to pit the economy against the environment, it's always in terms of short-term benefits."
Robert Kennedy, Jr.

An unsustainable approach can threaten the tourism resource.
More customers want to buy "green."

Reframe the Purpose: Best Practice
Hands of Harvest, Montana

Ask: In what way does a proposed tourism activity add to / detract from the following?

Cultural Use tourism to commemorate history, promote understanding and instill pride.

Natural Use tourism to protect and improve the environment.

Built Use tourism to preserve and reuse pieces of the past.

Economic Use tourism to keep money circulating locally.

Society Use tourism to bring citizens together.

"The substance of man cannot be measured by Gross National Product." E.F. Schumacher

Reframe: A Different "Social Construction" for Tourism
Part of the Solution, Not the Problem

"Reframing is changing the way the public sees the world." George Lakoff

CIVIC TOURISM

A "CIVIC" PRODUCT
Tourism as an *enabler* of healthy place-making.


A "CIVIC" PROCESS
Tourism as an activity that might foster civil society.

A different perspective can often serve as a catalyst for changing the way we perceive, value, and act.

"The answers to the human problems of ecology are to be found in economy. And the answers to the problems of economy are to be found in culture and in character." Wendell Berry

Example: Prescott's Sharlot Hall Museum

1. Integrate the Story



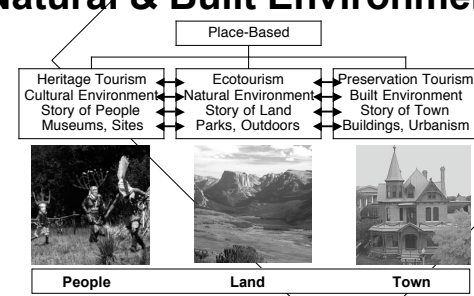
- Lends artifacts/photographs**
 - restaurants, hotels, stores
 - other cultural institutions
- Partners on historic signage throughout Prescott**
- Helps position the entire town as a heritage destination**
 - generates support for museum
- Includes exhibits about the natural environment**
 - part of Prescott's "story"
 - central to "place-making"
- Functions as community center**

1877 Bashford House: Moved to Museum Grounds in 1974

Museums, Land Agencies, Preservation Groups, Heritage Sites, Arts Organizations.
BE AT THE TABLE.

1. Integrate the Story: Multi-dimensional Approach

Place: The Story of Cultural, Natural & Built Environments

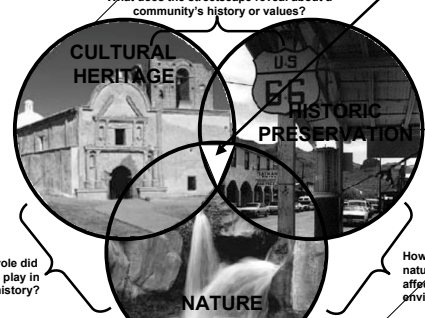


People **Land** **Town**

The Creative Economy: "Place is becoming the central organizing unit of our economy and society." Richard Florida

Integrated Stories = "Place"

What does the streetscape reveal about a community's history or values?



What role did nature play in local history?

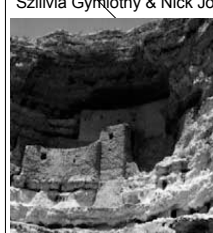
How does the natural setting affect the built environment?

"The evolution of our built environment, and the ways in which we modify and interact with the natural environment, are themselves a manifestation of our society values." Tim Beatley & Kristy Manning

Place = Experience

Beyond a Commodity Transaction

"Heritage attractions of the future will be mediators of experience, encouraging postmodern tourists to construct their own sense of history and place, and to create their individual journeys of self-discovery."
Szilvia Gyimóthy & Nick Johns

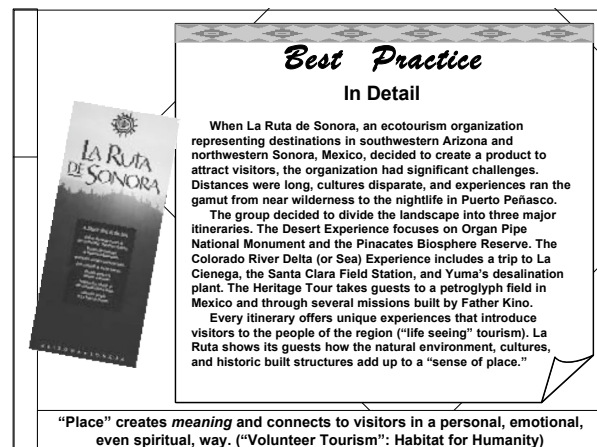
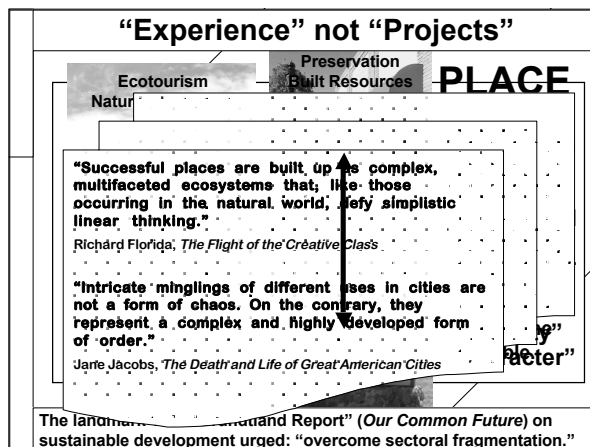
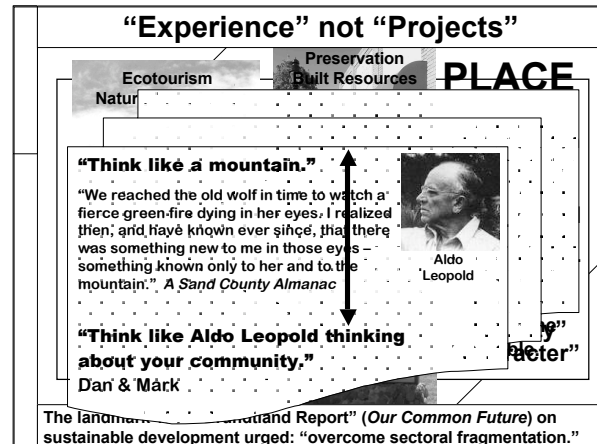
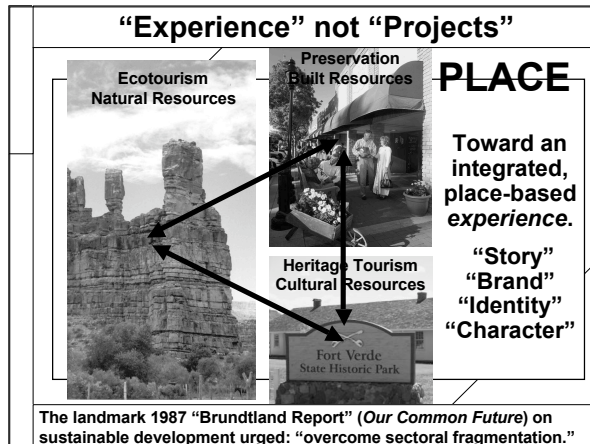


Montezuma Castle National Monument.
What really happened here? We don't know the full story. That's part of the allure, part of the "experience of place":

- What would I have done if . . . ?
- How did they . . . ?
- Will the same thing happen to us?
- Beyond information, it's imagination.

The challenge: Create that sensation (the great "aha!") in your community.

"The best interpretation engages the visitor both intellectually and emotionally, and is personal, relevant, and meaningful." Sam Ham & Betty Weiler



Example: Connecticut Heritage Development Fund

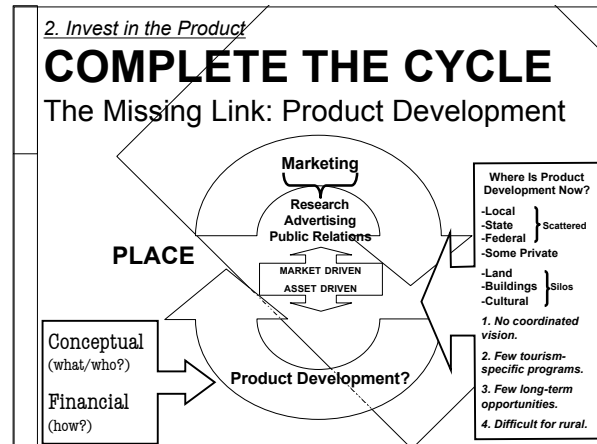
2. Invest in the Product

www.ctheritage.org
Connecticut's Heritage Gateway

- ✓ Grants for heritage tourism product development
 - technical assistance
 - planning
 - implementation
 - monitoring and reports (economic impact studies)
 - staff and operations (not just "project" funding)
 - professional development; capacity building
- ✓ Mandates several levels of partnerships
 - between and among heritage sector
 - heritage sector & chamber, CVB, city departments
 - engage business community and general public

Questions: Who distributes money? Who awards grants?

"In the next society, the biggest challenge for the large company ... may be its social legitimacy: its values, its missions, its vision." Peter Drucker

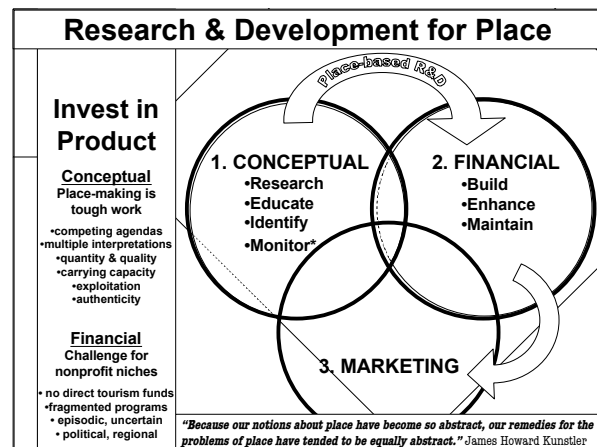


"Your task is not to plan but to reveal."

Benton MacKaye

Reveal The Stories That Inspire Pride

Unique
Authentic
Sustaining
Diverse



Research & Development for Place

Investment

*** FOOTNOTE**

A model for sustainable tourism accreditation and monitoring:

The New Key to Costa Rica, by Anne Becher and Jane Segleau, is an impartial assessment of nature tour destinations, providing guidelines and industry benchmarks for evaluating attractions and lodgings.

3. MARKETING

"Because our notions about place have become so abstract, our remedies for the problems of place have tended to be equally abstract." James Howard Kunstler

Best Practices

2. Invest in the Product

Monitoring

- Phillip Island Nature Park
- Product development committee: Establishes design and benchmarks
- Partnership between Park, tourism industry, researchers, public

Questions: How to agree on benchmarks? Who monitors?

Educational

- Green Globe
- Awards, recognition, accreditation
- Tourism-community educational events

Questions: "Greenwashing" or authentic? Who sets criteria?

Funding

- Iowa "Great Places"
- 34 State agencies
- Established 7 dimensions of a "great place"
- Provides funding and technical assistance

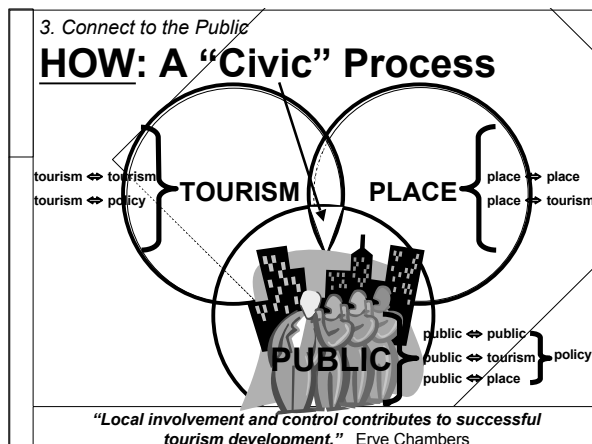
Questions: How to maintain state funding? Engage rural sites?

Networking

- CHT Alliance
- Resources
- Economic reports
- Conferences

www.culturalheritage tourism.org

"Where once there were places, we now find nonplaces." Ray Oldenburg



So, what's different about Civic Tourism?

"Engage the Community"

- Geotourism
- Community Tourism
- WTTC: Blueprint for New Tourism
- National Park Service Gateway Communities
- Protected Landscapes
- WTO: Agenda 21

So, what's different about
Civic Tourism?

"Communities should be allowed to decide for themselves how far tourism is a potentially positive development option." Melanie Smith

"Tourism development issues should be handled with the participation of concerned citizens." Rio Earth Summit

"Consultation between the tourism industry and local communities ... is essential if they are to work together." Tourism Concern

"No tourism product should be developed or marketed without the involvement and support of the local residents." David Edgell

"Participation by the local community is key to the long-term viability of tourism." Commission for Environmental Cooperation, Canada

"Involve the community in the cultural tourism development process." Partners in Tourism

"Ideally, alternative tourism regulations are established and monitored by the local community." David Weaver

Imagine Outside the Debate Paradigm
Focus on Process

PRO CON

DEBATE
Slogans Winning

"economic impact"
"more jobs"
"taxes that underwrite social services"
"better restaurants"

Love-Hate
Pro-Con
Distrust
Barriers
Not good for the community or the tourism industry.

"ruined my town - not the way it used to be"
"traffic, congestion, crime"
"T-shirt shops and tacky attractions"
"more for visitors than us"

"I know of no safe depository of the ultimate powers of society but the people themselves; and if we think them not enlightened enough to exercise their control with a wholesome discretion, the remedy is not to take it away from them, but to inform their discretion by education." Thomas Jefferson

Imagine Outside the Debate Paradigm
Focus on Process

DELIBERATE
New Voices • More Perspectives
Creative Choices • Informed Decisions
Tourism can learn from fifty years of research on civic engagement.

Example: Forest Stewardship Council
Partnerships between residents, environmentalists & Big Timber.
= Sustainable forests. Stable economy. Civic participation.

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Maximize vs Optimize
Distinguish Between More & Better

In the Box
Just adding "more"
Sometimes inappropriate
Quantitative
Incomplete, Disconnected
Solitary, Secretive

Out of the Box
Enhancing what's there
Organic, Specific to place
Qualitative
Comprehensive, Holistic
Inclusive, Transparent

"The main mistake made by pro-tourist planners is that they see tourism only in traditional economic terms as a new kind of industry." Dean MacCannell

Distinguish Between "either/or" and "both/and"



Can it? Yes. Does it have to? No.

That's the point. Communities have a choice.

Tourism isn't going away. It's not "if" but "how."

Tourism ruined my town!

FREE EDITORIAL
There's a Catch-22 to the "No Growth" opposition to tourism: If advocates succeed at creating livable places, *people (tourists) are going to want to visit!* Rather than the age-old antagonistic frame, these groups can get out in front and help to *create a vision for tourism that benefits residents as much as tourists.*

Beyond Industry "Studies": Verifiable, Transparent Results

Vision Must Lead to ACTION

"Be great in act, as you have been in thought." Shakespeare, *King John*

- Deliberation**
 - Not debate; seek common ground; agree on ends; study civic research.
 - Consider all points of view, all values.
- Partnerships**
 - Invite all stakeholders.
 - Meet often and regularly.
 - Be transparent, be accountable.
- Action**
 - Committee: Reframe tourism's purpose.
 - Create funding mechanism(s).
 - Design label & accreditation systems.
 - Provide "Triple Bottom Line" reports.

Public

Social Services

Education

Culture


Parks
Roads

TBL Reports

Economic Performance
Environmental Protection
Social Contributions

Hopeful Developments: A Young "Industry"

Positioned to Meet the Challenge




Managed appropriately, tourism can be the leading force for transforming our cities and towns.

"It is reasonable to contend that every place on the world's surface can now be considered a tourist destination."
David Weaver

- Explosion of Mass Tourism**
 - 1950: 25 million international arrivals
 - 2004: 750 million arrivals (1 billion by 2010)
- Chamber, CVB, Tourism Depts**
- Tools: Internet, TV, Books**
- Demographics & Worldviews**
 - Boomers Seeking "Experience," "Otherness"
 - Education, Income, Free Time
 - Globalization, Culturalization of Commerce
- Research, University Courses**
 - No longer a boutique industry
 - Sociological, Environmental, Cultural Studies
- New Development Theories**
 - The Creative Economy, Natural Capitalism
 - Asset Maps, CSR, Sustainability, Eco-efficiency
 - New Urbanism, Regionalism, Holistic Planning

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Explosion of Mass Tourism

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"A generation of people in search of deeper meaning in their lives is now taking over the corporate suites." Andrew Savitz

Sample Community: Applying the Four Principles
Civic Tourism & New Urbanism



Towns that are historic, diverse, authentic, dense, and pedestrian-friendly have an advantage when it comes to attracting high-value heritage visitors. Ex: Savannah, Charleston.

"Heritage is a way of producing 'hereness.'"
Barbara Kirshenblatt-Gimblett

Reframe the Purpose

- Tourism as *community* development
- Tourism as "means" to healthy place
- Privilege "Triple Bottom Line" thinking

1. Integrate the Story

- What is your story? (identity, brand)
- Beyond single buildings (diverse, in context)
- Nature, museums, arts, ethnic, business (festivals, ramadas, artifacts, tours)

2. Invest in the Product

- Dedicated funding (determine: advocacy, funding stream, decision makers)
- Purchase, planning, preservation, renovation, interpretation, education
- Build capacity, conceptualize, monitor (accredit, label, awards program)

3. Connect to the Public

- Forums, surveys, heritage trainings
- Reports, media, officials ("leaders")
- "Place" Committee (standards, benchmarks)

Civic Tourism: The Poetry & Politics of Place
Project Overview

✓ **Four Prescott Summits**
March-June 2005

✓ **Eleven Town Halls**
October 2005-January 2006

Wickenburg, Flagstaff, Bisbee, Cave Creek, Winslow, Sedona, Camp Verde, Lake Havasu City, Yuma, Fountain Hills, Phoenix

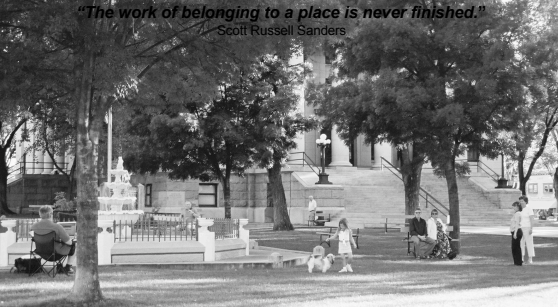
✓ **National Conference**
March 16-18, 2006 • Prescott

35 presenters, 330 delegates from 35 states, Canada, and Mexico

✓ **Book**
Summer 2007
Civic Tourism: Poetry & Politics of Place

"We can speak of a real community as a 'community of memory,' one that does not forget its past."
Robert Bellah

Civic Tourism: The Poetry & Politics of Place
Project Overview



"The work of belonging to a place is never finished."
Scott Russell Sanders

www.civictourism.org